

# Influence of Organizational Culture and Person-Organization Fit on Job Satisfaction Mediated by Organizational Commitment at Jasa Marga Group

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**Abstract:** This research aims to analyze the influence of an organizational culture that consists of clan culture, adhocracy culture, market culture, and clan culture, as well as the person-organization fit between employee and organization on job satisfaction, mediated by organizational commitment at the Jasa Marga Group. According to Robert Walters Indonesia, in 2023, 77% of employees in Indonesia will consider resigning or resigning. Various factors, such as low job satisfaction, lack of career development opportunities, and work pressure, can influence employees who leave. However, Jasa Marga Group is different from existing trends. This phenomenon is exciting when Jasa Marga Group has a low resignation rate and most employees have long service periods. Therefore, paying attention to certain factors that trigger employees to remain and feel job satisfaction with their work at Jasa Marga Group is very important.

This study used a quantitative approach, conducted field studies, and used cross-sectional data. The method used in sampling in this research was purposive sampling. The data in this study was collected from a sample of 280 respondents who worked at the Jasa Marga Group, including PT Jasa Marga (Persero) Tbk and PT Jasamarga Tollroad Operator. This research hypothesis was tested using SEM (Structural Equation Modelling). Data analysis was carried out using AMOS software to test the relationship between organizational culture, person-organization fit, organizational commitment, and job satisfaction. The research results show several relationships between variables and job satisfaction, namely organizational culture and person-organization fit, which positively affect organizational commitment, and organizational commitment, which positively impacts job satisfaction. Organizational commitment has a positive effect as a mediating role between person-organization fit and organizational culture on job satisfaction.

This research implies a theoretical contribution by revealing the relationship between organizational culture, person-organization fit, organizational commitment, and job satisfaction. Also, this means that Jasa Marga Group should consider and build a culture that supports innovation and provides incentives appropriate to employee contributions to achieving innovation. Also, Jasa Marga Group should increase employee trust in the company and make them feel valued, increasing satisfaction with their work. The originality and value of this study lies in the research object, namely the State-Owned Enterprise company Jasa Marga Group, in terms of variables that affect job satisfaction. By addressing this research gap, this study contributes to the existing literature on job satisfaction. The detailed presentation of theoretical contributions, practical implications, limitations, and suggestions for future research enhances the overall value of the study.

**Keywords:** Employees, Job Satisfaction, Organizational Culture, Organizational Commitment, Person-organization Fit.

## Introduction

The work environment is increasingly dynamic and complex in the globalization era and increasingly rapid technological developments. To ensure the smooth operation of a company, more than just financial capital is needed; competent and qualified human resources are necessary in managing company activities [1]. In this case, human resources employees, who are the primary key to increasing the company's competitiveness, are at the forefront. As the key to successfully implementing a company's duties and activities, employees are expected to work well within the company. A company's success can also depend on the quality of the workforce it has and the level of job satisfaction employees feel. A survey related to job satisfaction was conducted by PricewaterhouseCoopers (Pwc) in 2023. This survey was conducted in several Asia Pacific countries, including Indonesia. This survey was attended by 1,000 employees who work in several industries, namely manufacturing, IT, health, finance, and others. Based on the data released, Indonesia is ranked second, showing that 75% of employees are satisfied with their work [2]. In general, the achievement of the 75% figure has shown a positive trend, although it has yet to reach 100% satisfaction. The results of this survey show that Indonesia has the potential to increase job satisfaction further. In the scientific field of organizational behavior, job satisfaction is seen as the most critical employee attitude. However, other variables are needed to encourage job satisfaction, such as organizational commitment [3]. Organizational commitment has a significant meaning, especially in today's companies, because it allows companies to assess the extent of employees' dedication to the company and their intention to maintain their membership. Apart from organizational commitment, job satisfaction can depend on person-organization fit and organizational culture [4]. Person-organization fit and organizational culture will lead to employee organizational commitment within the company. Additionally, when employees feel that they fit in with the company, they tend to feel more positive affection and fewer negative feelings, which leads to choosing to stay with the company. [5]. This research was conducted at the Jasa Marga Group, including PT Jasa Marga (Persero) Tbk and PT Jasamarga Tollroad Operator in the DKI Jakarta area. Jasa Marga Group is important in developing toll road infrastructure in Indonesia. Therefore, employee contributions have a big impact on smoothing productivity. In the context of toll road management, service quality and employee job satisfaction have a significant role. Employees who are satisfied with their jobs tend to work with positive contributions, are productive, and have a long service life. According to Robert Walters Indonesia, in 2023, 77% of employees in Indonesia will consider resigning or resigning. Various factors, such as low job satisfaction, lack of career development opportunities, and work pressure, can influence employees who leave. However, Jasa Marga Group is different from existing trends. This phenomenon is exciting when Jasa Marga Group has a low resignation rate and most employees have long service periods. The focus of this study is to find the influence between Organizational Culture and Person-Organization Fit on Job Satisfaction mediated by Organizational Commitment among Jasa Marga Group employees.

## Theoretical Backgrounds

### Organizational Culture

Organizational culture is a company culture that refers to a set of values, beliefs, and assumptions inherent in the company [6]. The company forms this organizational culture by developing values and ideas to be used as a reference in organizing. Organizational culture is a primary characteristic of the company and plays a vital role in the company's growth [7]. Therefore, managing and understanding company culture helps direct employee behavior to have higher work performance, which leads to company growth. Apart from that, organizational culture is also mentioned as a medium through which companies can express values to employees even though employees in the company change [8].

The factors of Organizational Culture consist into four aspects:

- **Clan Culture:** The organizational culture is considered a family culture. This culture can be managed well through teamwork and employee development, customers are considered partners, the company also strives to develop a humane work environment.
- **Hierarchy Culture:** This organizational culture is characterized by a formal and structured workplace. This type of company culture describes decisions being made from the top down and having a strict structure.
- **Adocrachy Culture:** This organizational culture is characterized by a dynamic, entrepreneurial and creative workplace. This work culture emphasizes innovation and initiative and the courage to take risks in navigating work activities.
- **Market Culture:** This company culture uses competition as a basis for running a company. This culture also emphasizes a workplace driven by targets, deadlines, and the need to get results.

### **Person-Organization Fit**

Person-organization fit is the compatibility between individuals and the company, such as the company's values and goals [9]. This reflects how important alignment is between employees and the company in terms of the values and goals the company wants to achieve. Person-organization fit also describes employees who have similar characteristics to the company, who will tend to be attracted so that employees can enter the company and be placed in the most suitable job position [10]. This alignment of employee and company characteristics creates a situation where both parties feel compatible with each other, which in turn can increase opportunities for employees to work within the company according to their abilities and interests. In addition, for companies, the characteristics of person-organization fit are culture, climate, values, goals, and norms. If there are similarities between the characteristics of the company and its employees, then there will be suitability.

### **Organizational Commitment**

Organizational Commitment is considered an individual's promise to a company, including Commitment to work, loyalty, and belief in company values [11]. When employees have a high level of Commitment to the company, they show strong dedication and are willing to provide maximum effort to support the company's success. Organizational Commitment is considered the pride of employees in a company [12]. This shows that individuals are considered not only employees but also assets who have an active role in the company. These employees will also show their Commitment to remaining part of the company. Employees who have a high level of Commitment are also expected to stay for a long period of time, continue their affiliation, and help the company achieve its goals. This potential to commit is an essential factor in efforts to maintain the company's productivity and long-term success.

Some key factors of organizational commitment can be categorized as:

- **Affective Commitment:** Refers to an employee's emotional attachment, identification, and involvement in the company. This attachment can be in the form of employees liking their work, employees feeling satisfied with their work and having a strong emotional bond with the company.
- **Continuance Commitment:** Involves commitment based on cost-benefit, comparing whether remaining with the company or leaving the company. In other words, this attachment is related to employees' perceptions of the costs or losses they will face if they leave the company.
- **Normative Commitment:** This commitment involves employees' feelings of obligation to remain with the company because they have a feeling of obligations that must be completed.

### **Job Satisfaction**

Job satisfaction can be defined as the feeling of satisfaction employees feel with their work and the extent to which they like their job [13]. Job satisfaction is also seen as a worker's emotional orientation towards the work role [14]. By better understanding these emotional aspects, companies can create a more positive and supportive environment to increase employee job satisfaction and performance. Job Satisfaction is critical to employee attitudes and behavior [15]. These attitudes and behavior include positive feelings and tend to result in higher productivity and better performance at work. Apart from job satisfaction, which positive emotions can characterize, job satisfaction can also be felt as a negative attitude towards work if employees are not satisfied with the implementation of the tasks or work given. Therefore, it is essential to understand that job satisfaction can vary and can take positive or negative forms depending on the individual experiences and perceptions of the employee.

### **Methods**

#### **Research Methodology**

This study uses a quantitative approach to analyze the factors that affect the job satisfaction in Jasa Marga Group. In doing this, quantitative analysis used econometric tools by using Structure Equation Modelling (SEM) analysis tool. Because the mediating variables used in this research.

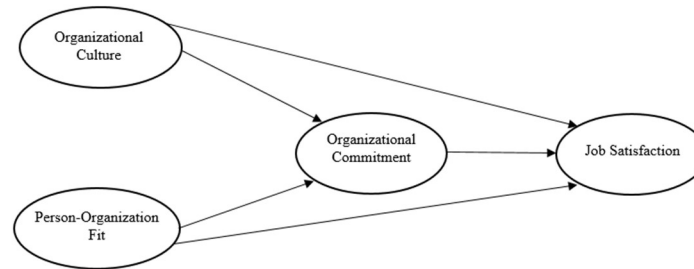
#### **Data Collection**

There are many ways of classifying data. A common classification is based upon who collected the data. There are two classification about data, such as primary data, which is collected by the investigator himself/ herself for a specific purpose and secondary data, which is collected by someone else for some other purpose. Data used in this research is a primary data and secondary data. We distributed the questionnaire to around 280 respondents from Jasa Marga Group.

## Study Framework and Hypothesis

The framework for the present study was developed based on the extensive literature review and is shown Figure 1 below:

**Figure 1: Study Framework**



**H1:** Organizational culture positively and significantly affects the organizational commitment.

**H2:** Person-organization fit positively and significantly affects the organizational commitment.

**H3:** Organizational commitment positively and significantly affects the organizational commitment.

**H4:** Organizational culture positively and significantly affects the job satisfaction.

**H5:** Person-organization fit positively and significantly affects the job satisfaction.

**H6:** Organizational culture positively and significantly affects the job satisfaction mediated by organizational commitment.

**H7:** Person-organization fit positively and significantly affects the job satisfaction mediated by organizational commitment.

## Research Instrument

The instrument for collecting primary data in this study was on-line and self-administered questionnaire. The questionnaire consisted of four parts, designed to measure demographic information of the respondents, organizational culture, person-organization fit, organizational commitment, and job satisfaction. All the dimension in organizational culture, person-organization fit, organizational commitment, and job satisfaction was assessed with 5-point Likert-type scale, ranging from “strongly disagree” (1) to “strongly agree” (5). For respondents’ demographic information, there are including age, gender, level of education, duration of working in Jasa Marga Group. Descriptive statistics, exploratory factor analysis, reliability analysis, and Structure Equation Modelling are used to interpret the data.

## Result and Discussion

Hypothesis testing was carried out to determine whether there was an influence from organizational culture and person-organization fit which was mediated by organizational commitment, on job satisfaction. The hypothesis in this study was tested using the SEM (Structural Equation Modelling) method. Hypothesis testing in this research was carried out by comparing the level of significance ( $\alpha$ ) or p-value of 0.05 with the estimated.

**Table 1: Structure Equation Modelling Result**

Hypothesis	Estimate	P-Value	Conclusion
<b>H1:</b> Organizational culture positively and significantly affects the organizational commitment.	0,198	0,001	Supported
<b>H2:</b> Person-organization fit positively and significantly affects the organizational commitment.	0,218	0,006	Supported

<b>H3:</b> Organizational commitment positively and significantly affects the organizational commitment.	0,864	0,000	Supported
<b>H4:</b> Organizational culture positively and significantly affects the job satisfaction.	0,154	0,005	Supported
<b>H5:</b> Person-organization fit positively and significantly affects the job satisfaction.	0,456	0,000	Supported
<b>H6:</b> Organizational culture positively and significantly affects the job satisfaction mediated by organizational commitment.	0,056	0,002	Supported
<b>H7:</b> Person-organization fit positively and significantly affects the job satisfaction mediated by organizational commitment.	0,073	0,009	Supported

### **H1: Organizational culture positively and significantly affects the organizational commitment.**

Based on the results of the hypothesis test in the table above, it is known that the estimated value ( $\beta$ ) is 0.198, meaning that the higher the perceived value of organizational culture, the higher the perceived value of organizational Commitment, namely 0.198 units. The statistical test results show a beta sign by the proposed hypothesis, where organizational culture has a positive effect on organizational Commitment in the output results table above. Based on the test results above, a significance value of  $0.001 < 0.05$  (alpha 5%) is obtained so that  $H_0$  is rejected or  $H_a$  is accepted, and it can be concluded that statistically, there is a significant positive influence between organizational culture and organizational Commitment.

### **H2: Person-organization fit positively and significantly affects the organizational commitment.**

Based on the results of the hypothesis test in the table above, it is known that the estimated value ( $\beta$ ) is 0.218, meaning that the higher the perceived value of person-organization fit, the higher the perceived value of organizational commitment, namely 0.218 units. The statistical test results show a beta sign in accordance with the proposed hypothesis, where person-organization fit has a positive effect on organizational commitment in the output results table above. Based on the test results above, a significance value of  $0.006 < 0.05$  (alpha 5%) was obtained so that  $H_0$  was rejected or  $H_a$  was accepted and it can be concluded that statistically there is a significant positive influence between person-organization fit on organizational commitment.

### **H3: Organizational commitment positively and significantly affects the organizational commitment.**

Based on the results of the hypothesis test in the table above, it is known that the estimated value ( $\beta$ ) is 0.864, meaning that the higher the perceived value of organizational commitment, the higher the perceived value of job satisfaction, namely 0.864 units. The statistical test results show a beta sign in accordance with the proposed hypothesis, where organizational commitment has a positive effect on job satisfaction in the output results table above. Based on the test results above, a significance value of  $0.000 < 0.05$  (alpha 5%) was obtained so that  $H_0$  was rejected or  $H_a$  was accepted and it can be concluded that statistically there is a significant positive influence between organizational commitment and job satisfaction.

### **H4: Organizational culture positively and significantly affects the job satisfaction.**

Based on the results of the hypothesis test in the table above, it is known that the estimated value ( $\beta$ ) is 0.154, meaning that the higher the perceived value of organizational culture, the higher the perceived value of job satisfaction, namely 0.154 units. The statistical test results show a beta sign in accordance with the proposed hypothesis, where organizational culture has a positive effect on job satisfaction in the output results table above. Based on the test results above, a significance value of  $0.005 < 0.05$  (alpha 5%) was obtained so that  $H_0$  was rejected or  $H_a$  was accepted and it can be concluded that statistically there is a significant positive influence between organizational culture and job satisfaction.

### **H5: Person-organization fit positively and significantly affects the job satisfaction.**

Based on the results of the hypothesis test in the table above, it is known that the estimated value ( $\beta$ ) is 0.456, meaning that the higher the perceived value of person-organization fit, the higher the perceived value of job satisfaction, namely 0.456 units. The statistical test results show a beta sign in accordance with the proposed hypothesis, where person-

organization fit has a positive effect on job satisfaction in the output results table above. Based on the test results above, a significance value of  $0.000 < 0.05$  (alpha 5%) is obtained so that  $H_0$  is rejected or  $H_a$  is accepted and it can be concluded that statistically there is a significant positive influence between person-organization fit on job satisfaction.

**H6: Organizational culture positively and significantly affects the job satisfaction mediated by organizational commitment.**

Based on the results of the hypothesis test in the table above, it is known that the estimate ( $\beta$ ) is 0.056, meaning that the higher the perceived value of organizational commitment which mediates the positive influence of organizational culture, the higher the perceived job satisfaction of 0.056 units. The statistical test results show a beta sign in accordance with the proposed hypothesis, where organizational culture has a positive effect on job satisfaction which is mediated by organizational commitment in the output results table above. Based on the test results above, a significance value of  $0.002 < 0.05$  (alpha 5%) was obtained so that  $H_0$  was rejected or  $H_a$  was accepted and it can be concluded that statistically organizational commitment can mediate a significant influence between organizational culture on job satisfaction.

**H7: Person-organization fit positively and significantly affects the job satisfaction mediated by organizational commitment.**

Based on the results of the hypothesis test in the table above, it is known that the estimate ( $\beta$ ) is 0.073, meaning that the higher the perceived value of organizational commitment which mediates the positive influence of person-organization fit, the higher the perceived job satisfaction of 0.073 units. The statistical test results show a beta sign in accordance with the proposed hypothesis, where person-organization fit has a positive effect on job satisfaction which is mediated by organizational commitment in the output results table above. Based on the test results above, the significance value was  $0.009 < 0.05$  (alpha 5%) so that  $H_0$  was rejected or  $H_a$  was accepted and it can be concluded that statistically organizational commitment can mediate a significant influence between person-organization fit on job satisfaction.

**Conclusion**

The study shows several relationships between variables and job satisfaction, namely organizational culture and person-organization fit, which positively affect organizational commitment, and organizational commitment, which positively impacts job satisfaction. Organizational commitment has a positive effect as a mediating role between person-organization fit and organizational culture on job satisfaction. This research implies a theoretical contribution by revealing the relationship between organizational culture, person-organization fit, organizational commitment, and job satisfaction. Also, this means that Jasa Marga Group should consider and build a culture that supports innovation and provides incentives appropriate to employee contributions to achieving innovation. Also, Jasa Marga Group should increase employee trust in the company and make them feel valued, increasing satisfaction with their work.

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